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6 January 1965

MEMORANDUM FOR THE RECORD

SUBJECT: CI Operations Course
Spot Audit of No. 55

I. Audit Procedure: This report is based on a spot audit, by no means a thorough review of the entire course. It is my intention to audit the remaining portion during the running of No. 56. The following summarizes my impressions:

A. Course Structure: This course is based entirely on guest lecturers. The Chief Instructor addressed the group for less than fifty minutes on the opening day, thereafter, his contributions, during my presence, were made from the back of the room. As presently given this course does not pick up as it should where CI Familiarization stops. It merely adds depth to much of the same material.

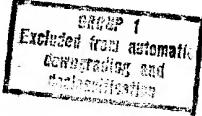
B. Guest Lectures: It was my impression that most lectures were generally acceptable, but not exceptional. [REDACTED] of SR on Soviet Illegals was lively, interesting, and seemingly authentic. [REDACTED] was a pleasant surprise, for like [REDACTED] he often fails to distinguish the important from the detail, more often than not creating a gray, even plateau of monotony. Paul was better because he was more specific, making ample reference to actual cases. [REDACTED] remains abstruse. Two other lectures on the ChiComs were acceptable.

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C. The Content: The course cannot be faulted on its content. The basic ingredients are present:

1. The opposition
2. The friends and neutrals
3. The operations

D. Suggestions for Improvement:

1. Make this an Operations Course. As it stands, this would be better named "elements" or "ingredients" of CI. To be an operations course it must make use of cases and more cases.
2. The Role of the Chief Instructor. He must bind the course together, provide the recurring, centralizing theme. To do this he should on the first day clearly announce the course objective, make certain that there is a commonly accepted basic understanding of CI as taught in our familiarization course, and thereafter be responsible for the stimulation of the interaction necessary to sharpen minds and interests. The thing most wrong with the course is the failure of the Chief Instructor to exert an appropriate influence by carrying a substantial load of instruction himself.
3. Course Content. The aim of the content must be to train the student in the development and management of CI operations. In broad terms, content should include:
 - a. History and place of CI in the Agency and its role in the Intelligence Community: With a View of Reviewing the Progress Made.
 - b. The operational use of the tools of CI-CE: Examples of outstanding success or failure resulting from the use of these tools.

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c. The targets: Their modus operandi and general vulnerabilities.

- (1) Enemy
- (2) Friendly
- (3) Neutral

d. CI Operations: Their initiation, management and assessment.

4. Recommendations.

- a. No time should be lost in the introduction of cases into this course. If necessary an old one or two would be better than none. A specific written inquiry should be made of the CI Staff for case material which teaches lessons in the various aspects of CI and which stresses the fact that CI operations are in some degree the toughest, for it is only on this ground that "pro meets pro".
- b. At the same time, a concerted education of guest lecturers to concentrate on "examples and cases" be initiated. In this latter respect, the Chief Instructor should prepare a memorandum or letter to each guest lecturer, which, after thanking each for his past contribution, should emphasize our experience with the seminar (or guided discussion) as a superior teaching device. In particular, the letter should stress our need for and the value of cases or examples.
- c. Following my audit of the next running of this course, I would like to review it completely. This course is to be criticized for its half-day - full-day structure and its indefinite

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reading program. I recommend a ten-day full-time course and a specific, required reading program.

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Chief, Operations School/TR

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